

Middle School Initiative

**PART I
COVER SHEET**

CAP 4 SEMESTER 1 WEEK 18

COURSE: Public Affairs Officer Leadership Laboratory, Achievement 11

LESSON TITLE: Management Principles: Organizing

LENGTH OF LESSON: 50 Minutes

METHOD: Informal Lecture - Discussion

REFERENCE(S): *Leadership: 2000 and Beyond*, Volume II, Chapter 10

AUDIO/VISUAL AIDS/HANDOUTS/ACTIVITY MATERIAL(S):

1. Overhead Projector
2. Transparencies

COGNITIVE OBJECTIVE: The objective of this lesson is for each cadet to become acquainted with the management principle of organizing.

COGNITIVE SAMPLES OF BEHAVIOR: Each cadet should become aware of the procedures involved in organizing a functional unit and the decision processes necessary in making the unit work efficiently.

AFFECTIVE OBJECTIVE: N/A

AFFECTIVE SAMPLES OF BEHAVIOR: N/A

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PART II TEACHING PLAN

Introduction

ATTENTION: Good afternoon and welcome to the second class on management principles. In your previous class on management principles, we talked about planning and what was involved in that procedure. Plans do not just happen to fall in place; they must be organized and be logical in their format and intent.

MOTIVATION: *"The secret of getting ahead is getting started. The secret of getting started is breaking your complex, overwhelming tasks into small manageable tasks and then starting on the first one."*

- Mark Twain

TRANSITION: Somewhere in your training over the past many months, I have no doubt that you have learned something about organizing. Each level in the "drill squadron" shows some sort of organization. In our discussion today, I'm sure that you will recognize the similarities between the drill organization and the material presented.

Body

MP 1 Some of the basic principles of management, in any organization, require each of you to participate as partners in the organization. Let's use the law firm of Brown, Brown, Brown and Jackson as a platform on which to practice some principles of management. Able Brown is the most senior partner and president of the firm. Baxter Brown is Able's brother and partner; he holds the position of vice president. Cecile Brown is Baxter's daughter and chief financial officer of the firm. Jake Jackson is second in line as senior vice president and chief operating officer. Below each of these individuals are the "worker bees" that make the law firm function. Remember that this is a fictitious organization.

The principles that provide cohesiveness in the firm are unity of command, span of control, logical assignment, and delegation of authority. For the firm to function efficiently, each of these principles must be applied appropriately so that a sound command structure can be maintained.

Unity of Command. This organizational principle means that only one person has control of and responsibility for the activity. Unity of command keeps responsibilities from overlapping each other, thereby preventing misunderstandings, friction, and confusion between staff personnel. Simply put, each person has a job position with clearly defined duty descriptions.

Span of Control. Span of control is the principle that dictates how many people you can effectively supervise. This depends on your physical and mental capabilities. Factors involved are the number of people assigned to the job, your time requirements, and the distance you must travel between job locations. The higher you are in the command structure, the lesser number of people you will supervise. If you are the president of the law firm, more than likely you will only have direct responsibility for two or three people, whereas the chief financial officer may have five or six people in her department requiring her supervision. This firm is large, about 50 people, which includes para-legals, junior lawyers, secretaries, etc.

The number of supervisory levels imbedded in this firm will determine the organizational structure and the lines of authority. How great the span of control will be is also determined by how many people are assigned in any one department. Baxter Brown may have the junior lawyers and para-legals assigned under him and he may have appointed two section chiefs under him to supervise these two work areas, thereby limiting his direct supervision and span of control. Under the chief lawyer are two sections dealing with civil law and criminal law, which based on the capabilities of the chief lawyer, he may or may not be able to efficiently supervise the day to day activities. This could go on and on, but I am sure you see that the deeper you go in levels of supervision, the less span of control the higher authorities really have.

Logical Assignment. This principle might be call homogeneous assignment or functional grouping. For all practical purposes, let's use functional grouping. In the previous illustration of the law firm, we saw functional grouping where people doing tasks related to one another are assigned to that group, e.g., criminal law and civil law. Able Brown has put all functions that have a common purpose together.

Delegation of Authority. In our example, the partners in the firm have certain areas of responsibility and Able has delegated the sufficient authority to each partner to make the firm run smoothly. All Able must do is ask the other partners how the company is doing, and they, the partners and supervisors, can tell him the current status of his company. He does not need to go around to each section to glean this information and draw his own conclusion as to the company's condition.

To gain a working knowledge of delegating authority, you should know and understand responsibility, authority, and accountability.

- *Responsibility* is the moral obligation that is assigned with the job or position. Responsibility is not delegated; it is assigned.
- *Delegation of authority* gives the supervisor or worker the right to make decisions, to take action, and to give orders when necessary.
- *Accountability* is you ability to truthfully answer your supervisor on how well you are getting the job accomplished.

TRANSITION: We have looked at some principles that provide cohesiveness in the law firm and implemented some structure to it for the purpose of operational control. Let's now look at the various organizational structures that are typical to both civilian and military establishments.

MP 2 Types of Organizational Structure

There are three types of organizational structures that we have in the military establishment. They are the line, line and staff, and functional organizations. Most units are a combination of all three in that most units cannot function with just one system. As we look at each type and compare them with the Civil Air Patrol/USAF structure, you will see what I mean.

TRANSPARENCY LL11.2.1 - Line Organization

Line. This is the simplest and oldest of organizational structure. Let's compare this structure with that of the cadet flight. At the top is the flight commander; next are the element leaders; and then the element members. Very basic indeed. The flight commander provides command supervision over the element leaders, who are supervising and leading the element members. We have a direct chain of command from the element member to the flight commander. Each person in the unit remains within the lines that link the top with the bottom. This arrangement gives each person undivided charge of assigned duties and a specified person to report to. All persons in this unit are dedicated to the achievement of the assigned goal.

The line organization has both advantages and disadvantages. It is very simple, makes a clear division of authority, encourages speedy action, and minimizes straying from the assigned objective. The opposite side of the coin is that it takes all of the flight commander's time to assure that all the minor details are covered, and depends too much on the retention of highly qualified personnel to accomplish the task.

TRANSPARENCY LL11.2.2 - Line and Staff Organization

Line and Staff. As the organization grows from a flight to a squadron, increasing demands are placed on the commander for managerial and technical knowledge. Help! We need some specialists to assist the commander in fulfilling his units' goals.

In the line and staff organization, the line of command remains the same, but the specialists act as advisors and cut across this line of command to help in all areas. Staff members have no authority to implement action; that remains with the commander, based on adequate knowledge provided by the staff members. Sometimes problems will arise when the word of a staff member is taken as an order by an individual who does not work for that staff member. This action can cause some dissension in the ranks as to whom they should follow. Remember, the staff member works for the commander and the commander is the one that says that certain things shall be done.

TRANSPARENCY LL11.2.3 - Functional Organization

Functional Organization. The functional type organization allows the commander to pass instructions down the chain of command to various line elements. This type of organization gives each staff director responsibility for all actions relevant to his particular function throughout the unit. These staff positions are the technical advisors in their area of expertise and the commander may authorize them to issue directives throughout the unit on matters relating to their specific staff function. As an example, CAP headquarters at Maxwell AFB, Alabama, allows each directorate to issue regulations to the field for which they are responsible, such as the Cadet Programs Directorate issuing regulations, manuals and pamphlets relating to the cadet program in Civil Air Patrol.

This type of organization takes the commander out of the decision-making process where technical matters are concerned. The commander allows his "experts" to apply their knowledge to the organization's operations. There is a catch here - who is in control of the unit, the technician or the commander? Another problem may appear that can cause confusion and that is the overlapping of some functions in different directorates. A clear line should be drawn between the differing directorates to prevent conflicting directives from being issued and implemented in the field. Maybe a command decision should be made. Remember that the commander is just that - the commander, and he will assure the correctness of the implementing directives.

MP 3 How will we accomplish what higher headquarters has directed us to do. In many instances, directives from higher headquarters are too vague as to how they should be accomplished. Each unit has its own particular method to achieve a desired goal. They have become quite proficient in using this method, so they will issue a supplement to the basic directive, telling themselves how they will accomplish the mission. The basic directive may just establish policy, but it is the supplement, in this case, that set up the procedures of how the policy will be carried out.

MP 4 Decisions are made by each of us everyday for many varied reasons. Were you organized when you got out of bed this morning? What decisions were made to prepare you to come to school? No doubt you have a routine that you follow each morning, but are you really organized? Have you planned exactly what you will wear today, or is it just an impulsive action each day? These questions relate to an earlier achievement where you were required to allocate your time to become more efficient.

Decisions, whether they are right or wrong, must be made. At this point in the cadet program, decisions made by any one of you will have some affect on the organization. Each of you wants to be right in the decisions you make, I'm sure, but then you don't always make the correct decision and something goes wrong. There are various shades of right and wrong and all your decisions will fall somewhere in that area.

Your text will give you some additional insight into this area of making and implementing decisions. To understand what you read there, you must be knowledgeable in world history. For every positive action taken by some people, there has been a multiplicity of negative actions taken to prove that there is only one correct action that can be taken. This is all based on good problem solving procedures and decision-making processes.

Conclusion

SUMMARY: During this period we have looked at the structural principles of unity of command, span of control, logical assignment, and delegation of authority. Each of these must be used effectively by a leader to have an efficiently run organization. We also looked at three types of organizational structure: line, line and staff, and functional. We then looked at the process of determining what procedures are necessary to make the unit function and how to implement them. Finally, there was the decision-making process based on all the rights and wrongs that are essential to accomplishing the task correctly.

REMOTIVATION: *"Quality is not an act. It's a habit."*

- Aristotle, a Greek Philosopher

CLOSURE: We are very near the conclusion of the leadership laboratory program in this phase of instruction and moving on to the Earhart review process. You have one more class on leadership and that is on effective writing. Re-read all of the material covered this far in this chapter and do the chapter review exercise as required. Read the special readings at the end of the chapter so that you will have better insight about the content of the text material. Class is dismissed.

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**PART III
LESSON REVIEW**

LESSON OBJECTIVE(S): The purpose of this lesson was for each cadet to understand the management principle of organization and how it applies to the process of decision making.

LESSON QUESTIONS: Completion of the chapter review exercise relating to this class satisfies this requirement.